

Green Book Employees

IPDS

An Integrated Performance
Management, Pay and
Grading System

**Behavioural Framework
Strategic Level**



Making West Midlands Safer

WEST MIDLANDS FIRE SERVICE

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Strategic Level

Employees at this level will have an immediate impact on the medium and long term direction of the service and will be responsible for setting and delivery of strategic objectives. They will oversee the delivery of multi functional services and motivate senior level managers.

Commitment to Development Strategic Level

Committed and able to develop self, individuals, and departments to improve organisational effectiveness	
Monitors and Reviews Performance	Proactively reviews and monitors own and others performance using a variety of sources including giving constructive feedback and seeking feedback from others
Identifies Development Needs	Identifies development needs in own and others knowledge, skills and understanding and takes action to improve these
Identifies Learning Styles	Recognises differences in the way that people learn and chooses the most appropriate approach to promote their own and others development
Supports Development	Creates a supportive environment for development by listening to and acting upon the ideas of others
Creates Learning Opportunities	Is proactive in creating and using learning opportunities for self and others

Commitment to Excellence Strategic Level

Leads the organisation to achieve excellence by the establishment, maintenance and management of performance requirements	
Defines Performance Requirements	Establishes what organisational standards should be achieved in a given context (e.g. Sets standards using local or national benchmarking)
Explains Reasons	Explains reasons for expected behaviour, performance and standards (e.g. explains the reasons for existing standards and the benefits of having those)
Acts as a Role Model	Reinforces the importance of defined standards by setting a positive personal example and taking responsibility for own and organisational decisions and standards
Monitors and Manages Performance	Monitors organisational performance and ensures that organisational objectives are achieved
Anticipates Current and Future Issues	Anticipates issues which may have an effect on current and future performance requirements (e.g. the effect of financial forecasting or changes in legislation)
Continuous Improvement	Continually improves standards of working (e.g. influences change and improves efficiency of service delivery)
Benchmarks	Benchmarks methodically against internal and external best practice. Inspires others to achieve excellence through consultation and collaboration
Ensures Quality	Ensures quality and high standards are maintained and takes responsibility for completion of their own and organisational objectives

Effective Communication Strategic Level

Communicates Effectively both Orally and in Writing	
Clarity	Communicates verbal and written messages clearly, concisely and in a structured fashion, emphasising critical information so that the message is understood
Audience Centred	Is sensitive to the needs of the audience and tailors mode of communication which recognises the needs of the audience and situation (e.g. with regard to key change messages, disseminates information in an appropriate method for the recipients of those messages)
Listening	Listens actively to convey interest and asks appropriate questions to gather key information
Monitors and Checks Reactions	Monitors and checks audience reaction to confirm acceptance and understanding (e.g. through stakeholder feedback, body language etc)
Shares Information	Provides opportunities which provide regular updates and share information with teams and individuals
Proactive Response	Proactively anticipates as well as responds to questions or objections (e.g. considers what questions may be asked by others when giving instructions or communicating change)
Handling Complexity	Presents complex information in a way that promotes understanding (e.g. by summarising or using alternative formats)
Diplomacy	Written and verbal communication is diplomatic, planned, measured, and tactful and supported when required by appropriate and effective body language
Promotes Effective Communication	Builds a culture of clear, timely, concise and persuasive communication

Planning and Implementing Strategic Level

Creates and implements effective plans to deliver both long term and short term organisational strategic objectives	
Prioritises	Prioritises tasks, activities and resources based on relevant information in line with service requirements, organisational objectives and budgetary requirements
Task Subdivision	Divides complex tasks into manageable pieces to achieve objectives
Monitors and Reviews	Put systems in place to monitor, review and evaluate plans to ensure successful delivery and inform future actions
Flexible Response	Is able to switch between tasks in order to deliver in line with changing organisational objectives
Efficiency	Establishes budgets in line with plans and considers efficiencies and income generation. (e.g. Links budgets to plans, and considers efficiencies, income generation and environmental impact)
Plans Across Activities	Can plan across activities, able to assess the impact of each activity on people and other related activities
Seeks Quick Wins	Takes an incremental approach to introducing long term initiatives, whilst maintaining an awareness of the need to ensure early visible results
Clarifies Responsibility	Implements projects and plans which include clear responsibilities
Safety Checking	Puts in place measures to ensure that the environment is constantly checked, takes action to ensure safe working
Risk Awareness	Considers risks and initiates actions to minimise impact

Working with Others Strategic Level

Leads, involves and motivates others, creating and implementing strategies for influencing both within the Fire Service and the wider business context	
Motivates and Inspires	Leads, Inspires and energises others to achieve a common purpose or vision delegating responsibility effectively
Builds Relationships	Proactively generates positive working relationships both internally and externally, building rapport with stakeholders and customers
Involves Others	Encourages interaction, looks for opportunities to involve external groups, teams and individuals or expertise to support the achievement of objectives (makes best use of available skills and resources)
Influencing	Is able to influence others e.g. supporting and motivating others to drive initiatives and achieve objectives; uses push or pull techniques to influence a range of stakeholders)
Empathy	Anticipates and is sensitive to the feelings and well-being of others, taking action to support them
Empowers	Empowers others to support the achievement of objectives (e.g. allows others to take responsibility for decision making (within the remit of their role)
Credibility and Impact	Presents an approachable and positive image of self and the Service to all, irrespective of individual differences
Builds Morale	Uses a variety of techniques to increase involvement and maintain morale
Networks	Builds internal and external networks and alliances to influence decision making

Adaptability and Openness to Change Strategic Level

Drives and manages the change process, seeking opportunities to create and implement organisational effectiveness	
Questions existing Practice	Constructively challenges existing approaches and gathers information to evaluate existing systems and structures
Drive and Support Change	Identifies, drives strategic improvements through change, coming up with or contributing to, innovative solutions (e.g. uses change as an opportunity to reduce risk; seeks to become involved in the early stages of new initiatives)
Keeps up to date	Seeks information about changing circumstances or future developments (e.g. Benchmarks and evaluates business and environmental trends to predict possible changes affecting the Service, ensures that action plans and priorities reflect the most recent information available)
Explores Ideas	Encourages and explores the ideas of stakeholders to support change
Checks for Alignment	Checks that change is in line with current and future organisational aims and strategic objectives
Consults and Negotiates	Constructively consults or negotiates with those affected by change and responds constructively to suggestions and concerns

Commitment to Diversity and Professional Integrity Strategic Level

Acts with integrity, champions diversity and embeds a fair and ethical approach within the organisation in all situations	
Commitment to Core Values	Champions diversity and takes action to promote and embed the organisations Core Values
Honest and Accountable	Is honest, trustworthy and accountable for own actions and the actions of the service; follows up commitments with appropriate actions
Respects Confidentiality	Recognises the need for and maintains confidentiality
Fair and Ethical	Demonstrates and supports fair and ethical behaviour (e.g. ensures objective gathering of facts regardless of personal views or background)
Open regarding Individual Differences	Maintains an open approach with others, taking account of, and accepting, individual differences (e.g. age, gender, physical appearance, sexual orientation, religious beliefs, etc)
Equality Aware	Takes account of and actively monitors the impact on equality and diversity when setting strategic direction e.g. considers the impact of initiatives, plans or decisions on diverse groups of people
Challenges Unacceptable Behaviour	Directly challenges prejudice and discriminatory behaviour and attitudes as they arise & empowers colleagues to do the same

Confidence and Resilience Strategic Level

Consistently projects and promotes a confident, controlled and focussed attitude	
Emotional Control	Initiates and promotes a calm and controlled approach during difficult situations (e.g. pace of delivery is calm; where it is not possible to verify information, provides sufficient information to counter challenge from others)
Coping with Pressure	Maintains focus on key results to be delivered despite pressure (e.g. competing political demands/deadlines: other conflicting strategic agendas)
Assertive	Acts assertively (e.g. when challenged or faced with unreasonable requests)
Displays Confidence	Demonstrates confidence by taking and maintaining control of situations and events
Handling Challenges	Is willing to be confronted with alternative views (promotes open discussion without becoming defensive)
Overcomes Barriers	Recognises that some takes or objectives cannot be achieved in the short term and looks for ways to overcome barriers (e.g. stresses positive outcomes for individuals or organisation)
Persists	Persists in looking for ways to overcome problems (e.g. looks for alternative routes through which to progress issues that have hit opposition)

Organisational and Political Awareness Strategic Level

Anticipates and shapes the political environment from a strategic perspective	
Exploits Links Between Functions	Understands and uses the links between different functions, groups or individuals to promote organisational objectives
Awareness of Stakeholder Groups' Political Issues	Has an appreciation of what is politically acceptable within the boundaries or agendas of each stakeholder group
Appreciation of Political, Local and National Issues	Has a clear appreciation of the wider political scene and local/national issues
Impact of Political Agenda on the Organisation	Recognises the impact of the short term political agenda on long term organisational needs
Anticipates Stakeholder Decisions	Anticipates that stakeholder decisions may be counter to key objectives, taking steps to discuss why and establish ground work for future progress
Recognises Key Groups	Recognises the key groups (internal or external) who will be affected by a decision, taking steps to ensure their understanding of the implications
Influence over Key Stakeholders	Recognises where others may have more influence over key stakeholders. Actively builds strategic relationships or networks to be able to influence over the longer term
Compromises	Is willing to compromise over a short term objective in order to promote wider long-term organisational benefits (e.g. modify a decision in order to promote industrial relations)

Problem Solving Strategic Level

Gathers information in order to predict future requirements and make realistic decisions	
Breadth Analysis	Recognises where further information is required prior to making a decision or planning a response (e.g. establishes known facts from the most relevant source)
Adapting Previous Experience	Able to adapt previous experience and knowledge to different sets of circumstances when making decisions, using information to anticipate likely course of events
Identifying Future Consequences	Anticipates the longer term impact of changes and puts in place actions to minimise risk (e.g. policy, legislation, budget, resources)
Decisiveness	Willing to take a quick risk critical decision in a generic environment where key strategic results can be achieved
Technical and Numerical Analysis	Able to accurately manipulate technical and numerical data to gather information
Creativity and Innovation	Promotes creative and imaginative solutions to problems to provide practical solutions and implementation strategies
Evaluates Outcomes	Evaluates outcomes to indicate success of decisions and future actions
Predicts Benefits and Problems	Uses information gathered or thinks ahead to predict potential benefits and problems (e.g. targets research to provide arguments that will overcome likely opposition and facilitate future working relationships)
Validates Information	Seeks objective evidence from recent and relevant diverse sources in order to clarify and validate information (e.g. compares data from national and international external organisations, academic institutions)
Identifies Patterns	Looks for patterns or links between pieces of information which are not obviously related in order to gain new insights (e.g. links between policy, new legislation or future developments)